

**FISCAL YEAR 2026
CAPITAL OUTLAY PROJECT REQUEST**

Institution Name: Delta College

Project Title: Student Resource Center/Library (A-wing)

Project Focus: Academic Research Administrative/Support

Type of Project: Renovation Addition New Construction

Program Focus of Occupants: Student Resource Center/Library (A-wing)

Approximate Square Footage: 46,300

Total Estimated Cost: \$21,599,975

Estimated Start/Completion Dates: January to August 2026

Is the Five-Year Plan posted on the institution’s public internet site? Yes No

Is the requested project the top priority in the Five-Year Capital Outlay Plan? Yes No

Is the requested project focused on a single, stand-alone facility? Yes No

Please provide detailed, yet appropriately concise responses to the following questions that will enhance our understanding of the requested project.

1A. Clearly describe the project purpose.

This project will renovate Delta College’s Library, turning it into a focal point of campus by serving as the new Resource Center/Library. The area being proposed for renovation is approximately 46,300 square feet, located on the south side of our main campus building, in Bay County, but serving students from Bay, Midland and Saginaw counties.

The proposed Resource Center/Library will centralize essential services such as tutoring, mental health counseling, basic needs support (food pantry, housing assistance), and technological resources in a single, accessible location, thus reducing the impact of barriers that our students face. It will serve as a hub for both physical and digital student engagement, offering flexible learning spaces, enhanced digital tools, and proactive outreach to meet the diverse needs of our students.

Delta College just completed a new Campus Master Plan¹, with a focus on how best to utilize our educational spaces to increase student retention and completion outcomes, which is the focus of our 4-year strategic plan.² The work examined the allocation of space across campus and sought opportunities to create more efficient uses of rooms, in order to support today’s strategic goals.

During the review process, our Library and Learning Information Center (LLIC) was identified as a facility in need of repurposing.³ As our student body and its needs have changed, we realize that offering services to support student learning and potential, must be addressed in a facility designed for the latest educational landscape we now face.

¹ Delta College Campus Plan Report; by TowerPinkster; August 7, 2024.

² Delta College Strategic Plan; Pillar 1, Student Engagement, Retention, and Completion, page 19 <https://www.delta.edu/transparency/documents/strategic-plan-budget-2024-2025.pdf>

³ Delta College Campus Plan Report; page 32; by TowerPinkster; August 7, 2024.

Utilizing the current Library space in a more efficient manner will allow for the addition of a major College Concourse through the middle of the space, which will connect a new south entrance point to both the library, Resource Center, and the existing circulation network of main campus.

A visible and simplified entrance into campus will welcome visitors and new students, as well as current students when they arrive for assistance. And, the new Delta entrance would address issues faced by public transportation, since the drop-off area would be enhanced and centered near the newly created doorway.⁴

The new design will align into a model of offering resources related to the library, along with other high impact services. This will increase access and collaboration, to help improve student persistence and completion in all academic programs. By connecting and making all resource services more visible, we will elevate student participation as they reach out for our help.

The Library space has reached the end of its functional life, due to the expansion of digital content, so the space will be transformed into a smaller footprint for the stacks. We will reconfigure the layout to maximize the existing space, in order to build a featured space on campus for students to utilize for all of their out-of-classroom needs that Delta can service, which include wrap around resources, enabling collaboration and enhanced learning.

Specific project elements include:

- A new, highly visible, exterior front entrance for visitors and new students
- Updated information technology infrastructure
- Testing Center spaces to accommodate larger cohorts
- Small testing center rooms to offer one-on-one help for those test takers who require it
- More electrical outlets, charging stations and wi-fi access
- Flexible and adaptable learning spaces for collaborative group learning
- Digital displays in meeting rooms for student sharing
- Spaces for individual, quiet study
- Individual online learning (or “zoom” rooms)
- Flexible spaces to support changing student work
- Consolidation of student resource offices
- Updated restroom facility to meet the needs of a single-family facility, lactation needs and respond to ADA standards
- New interior finishes and furniture
- Models and take-home labs for technical trades and biology/chemistry courses

The Resource Center will integrate key student services in one location, including a fully functioning food pantry and other basic needs services. Research⁵ demonstrates that the centralization of resources—such as food pantries, housing assistance, and financial counseling—significantly increases student utilization, retention, and completion rates. Our own data, illustrates the same, and we can do even better with a more focused approach.⁶ We have, for instance, created a higher level of awareness of our dislocated services in the past two years, in which we have seen a nearly 12% increase in completion, collectively. We have every reason to believe a spatial organization on our campus would result in higher levels of student success in all academic programs.

This dynamic space would be welcoming to students to support their learning needs and would promote both independent and collaborative student studying. There will be dedicated academic spaces for tutoring, writing, study groups, and faculty-student engagement and these key services will be prominently visible.

⁴ Delta College Campus Plan Report; page 23; by TowerPinkster; August 7, 2024.

⁵ “Addressing Food Insecurity on Campus: Connecting Students with Sustained Basic Needs Supports to Improve Academic Outcomes”; Valentine, J.L. & Deal, S.A. (2023); DVP-PRAXIS Ltd., Indianapolis, IN.

⁶ Delta College student survey; conducted by OmniTech, Midland; September/October 2024.

1B. Scope of the project, which addresses a core academic area of the institution.

All academic programs on our campus will benefit from the academic area of the Library becoming an Student Resource Center. To support Delta College's vision for removing barriers for all students, the Resource Center/Library will serve as an integral part of the College's delivery of key resources. The identified space consolidates several of Delta's initiatives into a single area. These services are currently spread out across campus, therefore difficult for our students to find and visit.

Delta College's current Library and Learning Information Center (LLIC) was built as a leading model nationally for how to offer information services. We plan to again lead nationally in how to respond to the trends⁷ and the needs of today's students. Libraries have changed drastically over the past two decades^{8,9}, with less stacks of books and magazines, but more digital resources.¹⁰

But the Library is still a core part of Delta College's academic support services. Students need a place to ask for help and the Library fills a need by creating a sense of belonging for students and a place to be on campus. Library staff serve the role of a "reference desk," connecting students to what's available and where to find it. This proposed renovation will help create a real hub of resource services to ensure students are aware of ALL of Delta's services.

The scope of the project will address under-utilization of a large space on campus, as identified in the just completed Campus Master Plan.¹¹ The space will be transformed into a centrally located hub for students to find both academic and wraparound resources.

Once completed the Resource Center/Library will be home to:¹²

- Office of Disability Resources
- Veteran Affairs
- Counseling center
- Food pantry
- Clothing closet
- Transportation office
- Student employment
- Health center
- Addiction recovery network
- Prayer/meditation

Additional essential, out of the classroom academic resources and supports that would be included in the space are:

- Testing Center
- Library circulation
- Laptop and calculator check out
- Lab supplies check out
- Tutoring center
- Writing center
- Student meeting rooms
- Family study rooms, where working parents could bring along children, if needed

The renovation will also create student common spaces, to strengthen opportunities for student congregation and collaboration. In a recent survey conducted of Delta College students, we heard that 68% of the respondents indicated they interact with their peers only once a week or less on average.¹³ By adding collaborative student spaces, we will increase opportunities to interact, which

⁷ "Partnering for Completion: A Nonacademic Plan for Student Success"; John J. Delate; League for Innovation in the Community College; Leadership Abstracts; November 2019; Volume: 32, Number: 11

⁸ "The Evolving Role of Community College Libraries"; EveryLibrary; February 7, 2024.

⁹ "Recognizing the value of community college libraries"; Community College Daily; Tabitha Whissemore; Sept. 9, 2021

¹⁰ "University Libraries Evolve to Support Future Needs"; by Wylie Wong; EdTech; February 10, 2023.

¹¹ Delta College Campus Plan Report; page 32; by TowerPinkster; August 7, 2024.

¹² Delta College Campus Plan Report; page 9; by TowerPinkster; August 7, 2024.

¹³ Nuro Discovery survey; September/October 2022.

can decrease loneliness and improve students' mental health. Improvements in both issues will improve retention and completion levels for all students.

By referring students to the Resource Center/Library, we would also be exposing them to the adjacent academic resources that would be available to them. This includes the following services:

- Tutoring, which could be done either in person or virtually.
- Small study spaces would be equipped for students to “attend” an on-line class if needed, or to use as a quiet space to access other virtual services.
- The Writing Center is also within the bounds of the current Library space but would be given more prominence and visibility.
- The Library's check out service would more visibly feature where students could access:
 - Checking out calculators for course work
 - Checking out laptop computers for the day or the semester
 - Checking out lab supplies, such as anatomy kits, etc.
 - It would also feature small group rooms for students who want to study together

The dynamic space will help students access services that are already available but distributed across campus. Co-locating services into a centralized location in the building responds to a need expressed by students.¹⁴ By removing barriers and improving access for students, we are confident they will be able to focus more on academics and completing their education.

1C. Program Focus of Occupants

Delta College is a leader in how well we respond to our student body, which has changed drastically over the past decade. Even more of our students take at least one course online and there is a higher need for more out-of-the classroom supports since the pandemic.

Throughout the space utilization study, done as a part of the 2024 Campus Master Plan process, we searched for an ideal location on campus for the Resource Center/Library. The proposed space is currently under-utilized, but is adjacent to the “Coffee ‘N’ More” space, which is a highly trafficked beverage and snack shop. A new Resource Center in this location could help to reduce the stigma that may be involved in seeking some of the services. And, it also gives all of campus a direction to offer to students – “go down to the area by Coffee ‘N’ More” and you’ll get the help you need.” All students would know where that was at.

Delta College has engaged external partners and non-profits to help assist our students to meet non-academic needs (i.e. food insecurity, mental health, transportation, housing, etc.). Through renovation, we will be able to incorporate those external partners into the space, along with our staff, to offer seamless services to students. We will be allotting space for our community partners to use on a rotating basis, whether they are from United Way, Michigan Works or another service agency which may be meeting with our students.

There are many advantages of co-locating a multitude of student resources within the current Library space on the south side of campus. Research¹⁵ reinforces the idea that co-locating resources increases awareness, which increases students' sense of belonging. Offering these services in adjacent areas will increase the visibility of the multitude of resources that are already available, but many times are not accessed when needed most, due to a lack of awareness.

¹⁴ Delta College student survey; conducted by OmniTech, Midland; September/October 2024.

¹⁵ “Listening to Learners: Increasing Belonging in and Out of the Classroom”; Shaw, C., Bhardwaj, R., Condon, K., NeJame, L., Martin, S., Rich, J., Janson, N., Bryant, G., and Fox, K. (2023, September), Tyton Partners.

A strong sense of belonging leads to better student outcomes, including persistence, retention, and academic success.¹⁶ Similarly, additional studies found that proactive outreach to students, particularly those from marginalized communities, led to higher engagement with support services.¹⁷

The Resource Center will focus on fostering a sense of belonging and engagement by creating both physical and virtual spaces for student interaction, study groups, and collaboration. Staff in the area will be able to provide personalized, proactive outreach to students through text and email, notifying them of key academic milestones, financial aid deadlines, and available services. We will utilize the space to offer workshops, events, and community-building activities that bring students together and create a more inclusive, supportive campus culture.

By adding a new external entrance leading to the space, there will be a reduction of the stigma that may be perceived in needing to visit the Resource Center. The logic is that if everyone may have a reason to be in the space, then no one needs to feel awkward about spending time there.

The Resource Center will offer flexible, multi-use spaces that cater to both in-person and online learners, with technology that supports collaboration, digital learning tools, and virtual advising. Staff will be cross-trained to provide assistance across multiple platforms and services, ensuring that both physical and digital touchpoints are consistent and student-friendly. Flexible, student-centered support is essential to meeting the needs of students, many of whom also work full- or part-time jobs.

¹⁸

The Resource Center/Library would offer a welcome area to study or gain academic support services. As they hear of greater needs from students, Library staff could direct students to the out-of-the-classroom services they may need, which would be located adjacent to the library.

2. How does the project enhance Michigan’s talent enhancement, job creation and economic growth initiatives on a local, regional and/or statewide basis?

Delta College proactively assesses the current and future needs of business as we plan our curriculum and offerings. Supplying higher education to local residents through certificate and degree programs provides an investment in individuals, ensuring the economy of the Great Lakes Bay Region can remain strong.

Delta plays a pivotal role in talent enhancement and economic growth initiatives in the Great Lakes Bay Region. Our programs are focused on careers that meet the needs of local businesses and offer students and graduates an opportunity for employment within the taxpaying district. With unemployment low and a very tight labor market for hiring, area businesses are widening the net of who they are willing to interview and hire. This means that many returning adults need to be reskilled to find positions with higher wages than they current may be currently earning. Through the expanded use of Michigan Reconnect, we are creating opportunities for more residents to help us build a more prosperous economy and to improve their family’s economic well-being.

But, many times, returning adults have not been in an academic setting in years and their skill set needs to be enhanced for success. We understand that often our returning adult students have additional demands on their time and energy, such as employment, child/elder care, etc. By increasing our holistic support for these students, we will create an environment where success inside the classroom is more possible. This is the type of service the Delta College Resource Center/Library

¹⁶ “Addressing Food Insecurity on Campus: Connecting Students with Sustained Basic Needs Supports to Improve Academic Outcomes”; Valentine, J.L. & Deal, S.A. (2023); DVP-PRAXIS Ltd., Indianapolis, IN.

¹⁷ “Listening to Learners: Increasing Belonging in and Out of the Classroom”; Shaw, C., Bhardwaj, R., Condon, K., NeJame, L., Martin, S., Rich, J., Janson, N., Bryant, G., and Fox, K. (2023, September), Tyton Partners.

¹⁸ Delta College student survey; conducted by OmniTech, Midland; September/October 2024.

will be able to offer. Within this new space, learners will be able to access the resources and skill development that they need, to be able to complete their academic studies.

The programs and services that will be housed in the Delta College Resource Center/Library support all students and will be vital in contributing to their success. By creating a facility that can visibly and quickly respond to student needs, learners will be able to continue to pursue their needed academic skills. And, with successful completion, they will bring value to our community and help to create social and economic wealth over the decades to come.

The expansion of the semiconductor manufacturing sector in our region looms large. Hemlock Semiconductor (HSC in Saginaw County), SK Siltron (SKK in Bay County) and Corning (Saginaw County) are planning to expand. But those firms, as well as many other employers, are facing a talent shortage and struggling to fill many jobs.

Within the Great Lakes Bay Region, we have a variety of high-demand, high-wage jobs that require talent¹⁹, which residents can access with a degree from Delta College. Those include health field jobs (diagnostic medical sonography, physical therapist assistant), skilled trades jobs (engine mechanics, electrician, plumber, HVAC mechanics) and computer network specialists.

Jobs that previously required a high school diploma now require post-secondary training due to automation, sophisticated equipment, required quality processes, critical thinking and problem solving skills. Employers are searching for the talent necessary to operate new production equipment and technology, which require large financial investments.

Delta College excels at meeting the essential educational and training needs, through its strong skilled trades and manufacturing training programs, along with partnerships with existing businesses and Great Lakes Bay Michigan Works organization. This strengthens our ability to help get students trained and into the workforce. But many of today's students need additional supports to help meet their academic and "life" challenges. Delta's newly designed Resource Center/Library will prepare us to respond to the needs of all students.

3. How does the project enhance the core academic, development of critical skill degrees, and/or research mission of the institution?

Delta College's fall 2024 enrollment was over 8,397²⁰ students in its academic programs. Recently, Delta College conducted a survey of its students, seeking feedback on how we could better serve their needs.²¹ Students were eager to share their thoughts, with nearly 1,200 responses received in the first five days! Many adult and online learning students felt their connection to the college and their coursework could be enhanced by creating study groups, to be offered both in-person or online. The planned space design of the new Resource Center/Library would do just that.

Non-academic supports can be an essential part of helping students to stay in college and complete a program. Research shows²² that we can make a more long-lasting impact on students' college outcomes, if we help them build social relationships, strengthen their commitment to the work, give them the know how to navigate college and support the areas they are lacking to help make college life more feasible. Further research among community colleges in Arkansas found that students who

¹⁹ Career Outlook through 2030; East Central Michigan, Region 5; Michigan Center for Data and Analytics; Michigan Department of Technology, Management and Budget (DTMB); Michigan.gov/LMI

²⁰ Delta College Institutional Research; fall 2024; data from the Delta College database (utilizing Colleague® ERP).

²¹ Delta College student survey; conducted by OmniTech, Midland; September/October 2024.

²² "Students' Sense of Belonging Matters: Evidence from Three Studies"; Dr. Maithreyi Gopalan; MIT Teaching + Learning Lab; February 16, 2023.

visited a basic needs resource hub were more likely to persist, retain and complete their education than non-users.²³

Students—particularly those from families with no college-going experience—may lack college know-how and become overwhelmed by the demands of college. Many students face challenges related to work, single parenting, or poverty that create barriers to academic success. Supportive resources, when widely accessible, can help them understand when, how, and where to access the important college services they may need. It is not enough to have the services, it is essential that students know how and where to find the resources.

This project will help Delta College meet its mission of preparing students for an ever changing job and educational future, thus having an economic impact on the region. Delta College is flexible and responsive to our community's needs, while educating students in the local area. Resources offered in the proposed space will help residents leave the educational pipeline prepared to succeed, graduate and then enter the workforce.

Delta College is a strong proponent of the state of Michigan's goal of increasing the number of working-age adults with a skill certificate or college degree to 60% by the year 2030. The "Sixty by 30" goal shows a statewide number of 51.1% in 2024, leaving a ways to go. However, in Delta College's region, we show the following degree attainment levels:

- 24.3% in Bay County
- 24.4% in Saginaw County
- 43.2% in Midland County

Even in our most successful tax-paying county, we lag 16.8% behind the state's goal of 60% (7.9% behind the statewide average of 51.1%), and we are more than 35% behind the 60% aspirational goal in our other two counties.

Clearly students need additional resources – both academic supports and out-of-the-classroom assistance – to be able to successfully navigate college. Without degree completion, we will be unable to close the skills gap, which affects businesses' ability to thrive and grow. Jobs requiring skilled employees demand greater education and training than ever before.

The state of Michigan launched the Michigan Reconnect scholarship program for adult students 25+, but the effort came with some additional legislative requirements. The biggest hurdle was how to deal with developmental education, which Delta College embraced and addressed proactively. We enacted changes in developmental education for all students, not just those who were part of the Michigan Reconnect program. And we created a system for informing students when remediation was required.

Delta College was ahead of all other Michigan community colleges in making the changes, placing students directly into credit-bearing courses, with an additional contact hour of tutoring within the classroom. But those students – and all of our students – still need access to academic and other wraparound support services to ensure their success.

Delta College continues to follow national research and to utilize information to change and adapt in cutting edge ways to best serve our students' needs. Although the state instituted the Michigan Reconnect program as a last dollar scholarship program, our residents need more than just access to college. They also need resources and support to facilitate the education and skills that will lead them to better jobs and bigger paychecks.

²³ "Addressing Food Insecurity on Campus: Connecting Students with Sustained Basic Needs Supports to Improve Academic Outcomes"; Valentine, J.L. & Deal, S.A. (2023); DVP-PRAXIS Ltd., Indianapolis, IN.

Regional businesses count on Delta College to provide their employees with new skills as technology changes. The changes caused by today's economy place demands on individuals to learn and then re-learn throughout their careers. This has put demands on the College to continually innovate educational offerings, while also delivering services and resources in an efficient manner.

Recent national studies have found that providing community college students with comprehensive wraparound services increases full time enrollment and completion rates.²⁴ Through the active use of community partnerships and internal staffing to be able to offer wraparound supports for students, we believe we will be able to improve their chances of persisting, retaining from semester to semester and of completing their goal of degree attainment.

Most Delta students are part-time (71%)²⁵ rather than full-time, the majority are working, and many are in their 30s and 40s, balancing family responsibilities and work schedules with their educational pursuits. Many students are returning to the College as job requirements change and new skills are needed to be successful. The outcome of serving a student body of this type, with more prominently visible resources would be a more uniform, holistic customer service experience that will help attract and retain students.

4. [NEW QUESTION FOR FISCAL YEAR 2026]

Describe how the project will address, incorporate, or enhance any equity efforts, policies, or goals for the academic programs within the scope of the project or as a component of your institution and campus at large?

The leadership of Delta College has embraced and stated its belief in belonging, equity, diversity, and inclusion (BEDI), which starts from the highest levels. The statement made by the Delta College Board of Trustees was that *"we will remain uncompromising in our support for those of any race, faith, gender, sexual orientation, ethnicity, background, or identity. We stand with all who constructively protest racism, social injustice, and all forms of inequity. We will continue to promote and advocate for inclusion, creating an environment where all individuals are valued for who they are and what they offer. We respect and value differences in our students, faculty, staff, volunteers, and community. We foster a welcoming environment of openness and appreciation for all."*²⁶

Delta College has an expectation that belonging, equity, diversity, and inclusion (BEDI) permeates throughout our institutional culture. Our recently revised vision statement declares our intention to be "the national leader in innovative community college education." To achieve our mission "to deliver and sustain an enriching education that **empowers our diverse and inclusive community** to achieve their personal, professional, and academic goals," we must maximize student potential by bringing to bear every resource needed to meet their goals.

We are examining the impact of our work by measuring a multitude of data and information points, especially related to enrollment, retention, and completion. We have increased our completion rate from 15.0% in 2021-2022 to 25.9% in 2023-2024.²⁷

We examine our success through a lens of equity to ensure that our student demographics mirror the counties we serve and that we are able to retain those who are pursuing the promise of an education with Delta College. Disaggregated retention rates are a critical indicator of how successful our students are.

²⁴ "Wraparound Supports Improve Community College Outcomes"; Inside Higher Education; by Sara Weissman; November 1, 2021.

²⁵ Delta College Institutional Research; fall 2024; data from the Delta College database (utilizing Colleague® ERP).

²⁶ Belonging, Equity, Diversity & Inclusion; statement by the Delta College Board of Trustees; August 2020; <https://www.delta.edu/about-us/diversity/index.html>

²⁷ Delta College Institutional Research; fall 2024; data from the Delta College database (utilizing Colleague® ERP).

When we examine our completion rates further, we see not only the 12.2% increase in completion from one year to the next, but also 18.8% more Hispanic students who completed and 35.4% more Black students who completed.²⁸ We know our work to lower or eliminate barriers has impacted the success and attainment percentages for minority students as well as the entire student body. We are confident that the creation of a new Resource Center will only see these numbers increase.

We intervene if students need academic support or access to supplemental resources. As we bring more students in who are first generation or from lower socio-economic backgrounds, we find they face burdens they are unable to navigate. To assist these students who need help – many adults, Hispanic, African American, rural, etc. – we have reallocated nearly \$1 million of our operating budget to build support systems. That is the type of service that would be located in the Resource Center/Library, bringing it greater visibility and access.

5. Is the requested project focused on a single, stand-alone facility? If no, please explain.

No, this is not a stand-alone facility. However, it is a single focused area of Delta College's main campus. The renovation would occur totally within one of the college's 14 wings that are all connected into one overall structure. The College is able to isolate the work that would be done in this wing, as with other state funded projects that have been done over the decades, and it could identify the areas that would be a part of the bond supported funding, until such time as the bonds are repaid.

6. How does the project support investment in or adaptive re-purposing of existing facilities and infrastructure?

Delta College was built in 1960, opening in 1961. The current Library area was built in 1999 and would be renovated during this project. The space was built for a purpose that has drastically changed over the past 25 years, due to changes in how Library services are offered, including the move to more digital resources.

Rather than demolish the space, Delta College will repurpose, transform, and extend the life of this portion of our campus building, and create a centralized location for key student resource services. The planned project will renovate the existing interior to improve utilization efficiency, address accessibility and visibility and upgrade building infrastructure.

The project maximizes the use of an existing building to accommodate a majority of our resource offerings, in order to serve students from one location. In addition, the project leverages vacated space, which has been created as the library has reduced the size of its book stack shelving. This space would be repurposed in such a way to benefit all students.

The proposed renovation would retain the exterior envelope of the wing, renovating all aspects of the interior. Much of the infrastructure needed for this project – sewer, electrical, water, etc. – are all in place. Recently the College upgraded its HVAC system, so that will also be retained and incorporated into the newly renovated space.

A renovation and repurposing will allow us to update the building and will include the following:

- Demolition of the facility interior
- Ceiling and flooring work
- Walls, partitions, and acoustical treatments
- Offices and small study spaces

²⁸ Delta College Institutional Research; fall 2024; data from the Delta College database (utilizing Colleague® ERP).

- Office furnishings
- Furnishings for students that are more conducive to the way they study today
- Interior windows, doors, and ceiling beams
- Restroom demolition and renovation, with a family restroom added
- Demolition of south facing wall to create a prominent main entrance
- Exterior energy efficient window and door treatments
- Addition of expansive use of charging stations and wi-fi access

7. Does the project address or mitigate any current health/safety deficiencies relative to existing facilities? If yes, please explain.

There are some life/safety deficiencies that have been identified in the space proposed for renovation. The project would address the following:

- More prominent, closer entry to the building by public transportation riders
- The inclusion of this exterior door will add another means of egress for safety purposes
- New visitor parking area outside would include ADA compliant spots
- The proposed new entrance would include select parking spots for visitors.
- Placement of the public transportation, ADA and visitors' spots would be closer to the building
- This placement would eliminate the need to walk across the major drive around campus as a pedestrian

8. How does the institution measure utilization of existing facilities, and how does it compare relative to established benchmarks for educational facilities? How does the project help to improve the utilization of existing space and infrastructure, or conversely how does current utilization support the need for additional space and infrastructure?

The existing LLIC is a large space with high ceilings and plenty of light. Although the space was the most utilized student space when it opened 25 years ago, the facility no longer meets the changing learning and academic support needs of students. When the proposed renovations are complete, the flow for visitors will be more intuitive and welcoming, with a much higher utilization of the space.

Delta College has received state of Michigan capital funding in the past and has used the dollars wisely. All areas of the campus, or community located buildings, which were constructed or renovated continue to be in full use for academic purposes.

Further, Delta College measures utilization of existing facilities by continuously adding, changing, and removing course offerings based upon student demand and available physical space. The college targets a minimum 60% fill ratio on all sections. Each semester, close attention is paid to using the existing facilities as efficiently as possible by following a College-wide block schedule that allows classrooms to be utilized to the highest efficiency as possible.

9. How does the institution intend to integrate sustainable design principles to enhance the efficiency and operations of the facility?

Delta College is an established leader in environmental responsibility and demonstrates sustainability practices that enhance the life-cycle of its infrastructure, materials, and equipment. Delta College has designed and constructed its buildings, including major renovation projects, to meet or exceed LEED Silver standards whenever possible, with consideration to program needs and budget parameters.

We utilize sustainable building principles to the fullest extent possible in new, existing, and renovated buildings, including landscape and infrastructure projects. Sustainable principles include planning, design and construction elements that promote the efficient use of energy and material resources, water conservation, and protect land and water environments. The Resource Center/Library renovation project will allow us to actively seek innovative technology to achieve these objectives.

Over the past fifteen years or more, energy improvements made at Delta have led to a reduction of nearly one-third in our annual electricity and gas usage. Clearly Delta College knows how to integrate sustainability to enhance the efficiency and operations of our facilities.

In 2013, Delta received LEED Gold Certification after renovating its Health Professions Building on its main Campus. The building meets high performance measures including sustainable site development, water and energy efficiency, materials selection, and human and environmental health quality.

Since that time, the U.S. Green Building Council has modified its LEED criteria, making it increasingly more difficult and expensive to achieve the highest certification levels. However, both Delta's Downtown Saginaw Center (opened in 2019) and its Downtown Midland Center (opened in 2021), were built to similar specifications as the Health Professions Building, which was to seek Silver status. We did so, however, without the inclusion of aspects that would not allow us to keep the overall construction pricing at a reasonable cost.

This project will see the same level of commitment to integrate sustainable design principles to enhance operating efficiency as all of our building and renovation projects have seen. The following sustainability elements are planned for the Resource Center/Library renovation:

- Upgraded LED lighting
- Occupancy sensors
- Improved building envelope design around exterior doors
- Recycling of carpet and other construction materials throughout the project

10. Are match resources currently available for the project? If yes, what is the source of the match resources? If no, identify the intended source and the estimated timeline for securing said resources.

The proposed project is estimated to cost \$21,599,975. Matching funds are currently available, and the project could move forward as soon as the state capital outlay funding is available. The college intends to provide \$11,599,975 (53.7% of the cost) in matching funds for this project, leaving \$10,000,000 (46.3% of the cost) to come from the state of Michigan.

Our matching dollars would come from our current accumulated Plant Fund reserves, which are made possible through the transfer of \$2.5 million annually from our General Fund operating budget.

The general philosophy of the College has been to issue debt only when a very compelling case to do so can be made. However, in the event that funds are needed to provide the cash flow requirements of the Student Resource Center/Library renovation project, the College has the legal capacity to carry debt of up to \$144,259,307; with no current outstanding debt falling under this debt limitation. The Community College Act establishes debt capacity as 1.5% of the first \$250,000,000 of taxable valuation plus 1% of the excess over \$250,000,000 of taxable valuation. The current taxable valuation is \$14,300,930,679.

11. If authorized for construction, the state typically provides a maximum of 75% of the total cost for university projects and 50% of the total cost for

community college projects. Does the institution intend to commit additional resources that would reduce the state share from the amounts indicated? If so, by what amount?

Delta College has an operating fund balance and it is currently able to provide the required 50% match funding required through the legislative process. Delta College's Trustees have operated under the philosophy that we shouldn't build or obligate the taxpayers to a debt, which is why we hold no bonding and are debt free.

12. Will the completed project increase operating costs to the institution? If yes, please provide an estimated cost (annually, and over a five-year period) and indicate whether the institution has identified available funds to support the additional cost.

No, the completed renovation of this area will not increase the operating costs for Delta College. The space is already within the confines of the College's main campus footprint and is a part of our infrastructure, utilities, and maintenance commitments annually.

13. What impact, if any, will the project have on tuition costs?

This project will not directly impact the cost of tuition.

At Delta College, budget decisions are made using a holistic, inclusive approach. Tuition increases are not made to fund individual projects. When increases are made to Delta College tuition, it is with the philosophy of providing high quality instruction and educational services at a reasonable cost. Delta College tuition remains the lowest of any higher education institution in the Great Lakes Bay Region.

14. If this project is not authorized, what are the impacts to the institution and its students?

Without the state of Michigan's match for this proposed renovation capital outlay project, we will not be able to move forward to renovate this proposed project. Therefore, our ability to offer the academic and out-of-the-classroom resources needed by today's students, will be unduly impacted.

We believe this request will impact our ability to assist adult Michigan Reconnect students, as well as all student across campus, as stated earlier in this proposal. It will help Delta College meet its mission of preparing students for an ever changing job environment, meeting the region's future employment potentials, and providing a path to meaningful employment and a better way of life for our residents.

Delta College's service area has a significant number of low-income low-skilled individuals, with plenty of evidence of the need for further educational attainment. According to the 2024 U.S. Census figures, the average median household income in Delta College's region of Bay and Saginaw Counties is \$57,233 (Midland County is higher at \$73,643). But in Michigan the rate is at \$68,505 while the national average is \$75,149.²⁹ There is a great need to provide education, which will lead to better jobs, thereby improving the overall median income of our region.

²⁹ U.S. Census Bureau; QuickFacts; median household income (in 2022 dollars); <https://www.census.gov/quickfacts/>

Delta College has decades of experience in addressing challenges and we fill the educational gap identified by both the community residents and area employers. However, without proper facilities and the ability to respond to the educational and non-classroom needs of residents, Delta College will not be able to excel in meeting its educational mission.

15. What alternatives to this project were considered? Why is the requested project preferable to those alternatives?

The only alternative to renovating the space we are calling the Resource Center/Library is to leave all of the services mentioned in this document in a distributed state across campus. This would also mean leaving our large Library space in a state of about 50% utilization.

Our students have told us they need our help in finding their footing to be able to fully engage and to complete their desired certificate or degree. We have learned through student surveys that although some help is available on campus, students don't know where to find the separated departments. They also aren't aware of the partnerships we have forged with community partners to offer expanded services to assist them in their educational pursuits.

As part of our Campus Master Plan process, we explored the option of just installing additional signage around campus to point out all of the services and offices where help is available. But, it soon became an unwieldy process and one that saw ever increasing costs as well as the ability to continue to frustrate students who would need to wander from place to place for help.

Questions answered and points assigned by DTMB:

- 16.** History of prior appropriations received by the institution through the capital outlay process. To what extent have state capital outlay investments in the institution been less relative other peer institutions?
- 17.** History of compliance with JCOS and DTMB project requirements
Has the institution been in compliance with statutory and DTMB requirements in all material respects on previously constructed state projects?